

# Minutes

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## NSLHD Board

### MEETING DETAILS

**Date:** Tuesday 19 March 2024 commencing 4:00pm

**Venue:** Garrigarrang, Level 14, Kolling Building or via MS Teams

**Present:**

Mr Trevor Danos AM	Board Chair NSLHD
Professor Emerita Mary Chiarella AM	Deputy Board Chair NSLHD
Mr Adam Johnston	Board Member NSLHD
Mr Brad Goodwin	Board Member NSLHD (via MS Teams)
Mr Chris Greatrex	Board Member NSLHD
Dr Donna Lynch	Board Member NSLHD
Ms Karen Filocamo	Board Member NSLHD (via MS Teams)
Ms Kimberley Reynolds	Board Member NSLHD
Dr Michelle Mulligan OAM	Board Member NSLHD
Dr Stephanie Teoh	Board Member NSLHD (via MS Teams)
Ms Nadia Levin	Board Member NSLHD (via MS Teams)
The Hon Patricia Forsythe AM	Board Member NSLHD

**In attendance:**

Adj/Prof Anthony Schembri AM	Chief Executive NSLHD (CE)
Ms Alison Zecchin	Executive Director Operations NSLHD
Ms Jacquie Ferguson	Executive Director Finance and Corporate Services NSLHD
Ms Rose Garzaniti	Board Secretariat NSLHD
Ms Rachel Wolfe	Observer
Dr Adam Rehak	Observer
Dr Lewis Macken	Observer
Ms Hayley Bell	Executive Director Northern Region, Health Infrastructure NSW (Agenda item 3.1)
Mr Michael Bellman	Health Infrastructure, Senior Project Director, Ryde Hospital (Agenda Item 3:1)
Ms Jennifer McConnell	General Manager Ryde Hospital (Agenda Item 3:1)
Ms Lauren Nowacka	Graduate Health Management Trainee (Agenda Item 3:1)
Mr Gilbert Lorquet	Chief Executive, NORTH Foundation (Agenda item 3.2)
Ms Heather Gough	General Manager Royal North Shore Hospital (Agenda item 3.3)
Mr Adian Murphy	Finance & Performance Manager, Royal North Shore Hospital (Agenda item 3.3)
Ms Verity Smith	Financial Controller, Royal North Shore Hospital (Agenda item 3.3)
Ms Paula Williscroft	Executive Director People & Culture (via MS Teams for Agenda item 6.3)

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## Apologies:

Dr John Brereton

Chair MSEC NSLHD

## AGENDA ITEMS

There was no in-camera session.

The Board Chair welcomed the Board members, attendees, and observers, to the meeting and opened the meeting with an acknowledgement of country.

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### 1. Attendance / Apologies / Conflict of Interest

Attendance was **noted**. Nil apologies.

The Chair asked those present to declare any additional or new conflicts of interest. Nil declared.

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### 2. Confirmation of Minutes

#### 2.1. Minutes of meeting held on 20 February 2024

Minutes of the meeting held on 20 February 2024 were confirmed as a true and accurate record of the meeting.

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### 3. Presentations

#### 3.1. Ryde Redevelopment

The Executive Director Northern Region, Health Infrastructure, NSW and the Health Infrastructure, Senior Project Director, Ryde Hospital, supported by the General Manager, Ryde Hospital, presented an overview of the value engineering strategies to bring and keep the Ryde Hospital project within budget (with a planned opening date of late 2027).

The meeting was informed that:

- There is a focus on ensuring that sustainability initiatives remain within the project in line with the values of NSLHD, including that the new hospital is all electric and maintaining the planned green star rating of the build and future proofing the hospital
- The human resources process to relocate a rehabilitation ward from Ryde Hospital to Hornsby Ku-ring-gai Hospital in early May 2024 is underway
- Health Infrastructure will continue reviewing the value engineering opportunities

The Board Chair noted that earlier in the month he and the Deputy Board Chair had visited and toured Ryde Hospital and had met with staff. The meeting was an opportunity to thank staff for their patience and understanding of the challenges of a build on a brownfields site. The Board Chair noted that staff had raised specific concerns around mental health, MRI and dialysis facilities.

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The Board Chair and CE led a discussion on the value engineering challenges and strategies.

The Board Chair thanked the Health Infrastructure colleagues for their professionalism and efforts to date.

## 3.2. NORTH Foundation – updated strategy

The presentation was **noted** and taken as read.

The CEO, NORTH Foundation provided an overview of the NORTH Foundation's updated strategy, including education, collaboration with other organisations, and projects to improve the Foundation's fundraising approach for major donors to increase acquisition of new donors and improve retention / re-donation rates of existing donors including training clinicians on better ways to interface with potential donors.

The CE NORTH Foundation informed the Board that:

- The NORTH Foundation has partnered with Australia's most trusted online Will writing platform, giving supporters and wider community the opportunity to create legally valid Wills in just a few clicks
- Planning for a capital campaign to raise funds for the Cancer Clinical Trials, Research and Development Centre at Royal North Shore Hospital has started
- The NORTH Foundation has commenced planning on the new 5-year strategy (FY25-FY29)

## 3.3. RNSH Financial and Performance update

The presentation was **noted** and taken as read.

The General Manager RNSH presented an overview of the financial and activity results of RNSH, the nature and components of the structural deficit, and the strategies put in place to address the structural deficit and improve revenue.

The Board was informed that fortnightly meetings have been arranged to discuss their financial recovery plans and to resolve any issues and barriers.

The Board Chair led a discussion on the strategies put in place to address the structural deficit and opportunities to improve revenue, including communication/messaging and expectations for all RNSH staff.

**Action: The CE to present a finance and performance communication engagement strategy for RNSH in relation to matters pertaining to RNSH financial performance to the next meeting.**

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## 4. Patient Story

### 4.1. Aboriginal & Torres Islander Health Services Patient Story

The referral note was **noted** and taken as read.

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The CE acknowledged RNSH on the cultural responsiveness and respect toward the family and the Aboriginal and Torres Strait Islander people.

The CE also highlighted that the NSLHD Aboriginal & Torres Strait Islander Health Plan 2024-2028 is being launched for implementation during the NAIDOC week celebrations at RNSH.

The Board members acknowledged the practical measure of recognition and cultural safe care.

**Action:** Board Chair and CE to address a joint letter to the Secretary NSW Health with a proposal to share the practical measure of recognition and cultural safe care shared in this Story with the NSW MoH Executive Director of Aboriginal Health.

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## 5. Ongoing Business/Action Items

### 5.1. Action List – February 2024

The action list was reviewed and updated accordingly.

#### 5.1.1 NSLHD Strategic & Operational Plans

The referral note was **noted** and taken as read.

#### 5.1.2 ICARE Clinic enhancements

The referral note was **noted** and taken as read.

#### 5.1.3 NSLHD Board Honour Roll Business Criteria

The referral note was **noted** and taken as read.

The Deputy Board Chair provided an overview of the process that was followed to review the NSLHD Board Honour Roll application criteria and nomination process guide.

The Board endorsed the updated NSLHD Board Honour Roll application criteria and nomination process guide for implementation.

#### 5.1.4 JMO Wellbeing Forum

The referral note was **noted** and taken as read.

The Executive Director of Medical Services highlighted that the JMO wellbeing forum is scheduled for 10 April 2024 – “**Are you ok? Are we ok?**”. The program has been developed in consultation with JMO representatives from hospitals in the district. Professor Stewart Dunn, Psychological Medicine University of Sydney has agreed to facilitate the three sessions for this year.

The JMO wellbeing committee (with appropriate Board representation) will be re-established to address specific issues raised in any forum including the JMO Forum of 2023 and the CE meeting with JMOs of 2024. The Terms of Reference are being developed in conjunction with the JMOs.

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## 6. Strategic Discussion

### 6.1. Quarterly Risk Report

The report was **noted** and taken as read.

The CE highlighted the strategic and operational risks and engagement with the NSW MoH.

The Board identified several risks for further consideration by the CE including risks associated with financial and operational performance, mental health, Northern Beaches Hospital, Herbert Street Precinct and AYAH at Manly.

### 6.2. Macquarie External Review

The referral note was **noted** and taken as read.

### 6.3. People & Culture Update

The referral note was **noted** and taken as read.

EDP&C highlighted the initiatives being undertaken on health safety and wellbeing, and organisational development, and capability, including positive duty to preventative sexual harassment in the workplace, and People Matter employee survey results.

#### **Action:**

EDP&C to provide an action plan on positive duty to preventative sexual harassment in the workplace.

EDP&C to provide an update on the local actions being undertaken in relation to the PMES results to the next NSLHD Board meeting.

Diversity, Equity, Inclusion and Belonging (DEIB) Council Minutes to be reported to the NSLHD Board for information.

### 6.4. NSLHD Strategic Plan Report July 2023 – December 2023

The report was **noted** and taken as read.

**Action:** A copy of the NSLHD Strategic Plan Report July 23 – December 23 to be uploaded onto the NSLHD website.

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## 7. Standing Business

### Board Reporting

#### 7.1. Board Chair Report

The Board Chair provided a verbal update with the following highlights:

##### Herbert Street Precinct

- Met with the Member for North Sydney
- Met with the Member for Willoughby
- Ongoing discussions with Property NSW

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## NSLHD Board Strategy Day – 8 March 2024

- Successful day
- Thank you to Simon Radmore and Rose Garzaniti for coordinating the day.

**Action:** A copy of the correspondence issued to Minister Jackson to be listed on the next meeting agenda.

## Senior appointments

- Executive Director of Research – Associate Professor Naomi Hammond
- Executive Director of Medical Services - Dr Michelle Mulligan OAM
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## Events/Meetings/Forums

- Attended the NSLHD Exceptional People Awards 2023 on 14 March 2024
- Attended the NORTH Foundation Training Day for clinicians
- Attended the NSLHD e-vehicle launch on Friday 8 March 2024 at Macquarie Hospital campus
- Chaired the NSW Health Board Members' Conference
- Attended the NSLHD Planetary Health Showcase.

**Action:** A copy of the Planetary Health Framework 2024-2027 to be included on the Agenda of the next NSLHD Board Meeting

## For information

- Special Commission of Inquiry into Healthcare Funding – CE and Board Chair are invited to a meeting with the Commissioner Beasley to discuss governance
- Carmen Rechbauer to join the MoH to work with Alfa D'Amato, Deputy Secretary Financial Services and Asset Management and Chief Financial Officer and his team to assist in the Comprehensive Expenditure Review program initiative
- RNSH ranked in Newsweek rankings number 4 for Australia's World's Best Hospitals 2024
- Minister Park correspondence – Appointments to local health district and speciality network boards – review of boards and committees

**Action:** A copy of the correspondence to be circulated to the NSLHD Board members out of session

## **7.2. Chief Executive Report – February 2024**

The Report was **noted** and taken as read.

The Chief Executive highlighted the following:

- NSLHD remains at Performance Level “0”
- NSLHD is underperforming in Emergency Treatment Performance and overall Transfer of Care. Improvement actions plans are in place
- Surgical performance – NSLHD is working towards the NSW Ministry of Health’s expectations of “0” by 31 March 2024. The Chief Executive took the opportunity to acknowledge the team for the work achieved to meet the target of “0” by 31 March 2024
- The NSW VAD Support Service and NSLHD VAD Local Support Team completed 3 months of operations at end February 2024. The NSLHD VAD

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Local Support Team is now transitioned under the NSW VAD Support Service structure as a fourth operational arm. Negotiations are underway with key stakeholders to devise the optimal approach to a staged transition to a hub-spoke VAD pharmacy model with a single spoke located in HNELHD.

- Minister Jackson announced investment of \$2.8M for Northern Beaches Child and Youth Mental Health in February. This will include establishment of a Safe Haven in Brookvale Community Health Centre, the establishment of a Consultation Liaison Services for Child and Youth Mental Health Services across the district and expansion of the PACER program on the Northern Beaches. Consideration to be given to the implementation of a media strategy
- The Safe Staffing Levels Taskforce implementation schedule has been agreed by the NSWNMA membership and the Ministry of Health. Planning has commenced in anticipation of a phase one roll out, with RNSH Emergency Department commencing as one of two pilot sites for NSW
- The next Clinical Council meeting will focus on discharge

At the invitation of the CE, the Executive Director of Operations provided an overview of the initiatives and strategies put in place to address the underperforming performance areas, including the strengthened collaboration with NSW Ambulance and streamlining communication strategies.

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### **7.3. Finance, Risk & Performance Report**

The Report was **noted** and taken as read.

The Executive Director of Finance & Corporate Services provided an update on NSLHD's current and projected financial performance including the factors that are increasing costs and how these are being addressed through efficiency improvement plans.

### **7.4. Committee Updates**

#### Board Audit & Risk Committee (BARC)

No further update provided.

#### Finance, Risk & Performance Committee (FRAP)

No further update provided.

#### Consumer Committee (CC)

The Chair of the CC provided an overview of the changes to the meeting structure based on the Board Consumer Committee Evaluation Feedback 2023.

Consideration to be given to a Consumer Forum in 2024.

Consideration to be given to a joint Consumer/HCQC meeting in 2024.

#### Health Care Quality Committee (HCQC)

No further update provided.

#### Research Innovation & Technology Committee (RIT)



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The Chair of the RIT advised that the next meeting is scheduled to be held on Tuesday 26 March 2024. The Committee continues to review the current and emerging trends in research, innovation, and technology, including the opportunity and role of the four priorities being artificial intelligence, clinical trials as therapy, academic partnerships and St Leonards Health, Research & Education Precinct. The RIT is committed to finalising the mapping of RIT workforce, funding and data so the RIT can progress to strategic planning for RIT in NSLHD. NSLHD Media & Communications are developing a communications narrative to celebrate RIT achievements across NSLHD.

The CE provided an overview of the Precinct Council membership and the items discussed at the inaugural meeting.

JMO Wellbeing Board Committee

No further update provided.

Clinical & Quality Council

No further update provided.

MSEC

No further update provided.

Planetary Health Committee

No further update provided.

NSLHD Digital Health Steering Committee

No further update provided.

Artificial Intelligence Governance Committee

No further update provided.

**7.5. NSW LHD Selected Performance Indicators – January 2024**

The report was **noted** and taken as read.

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**8. NSLHD Committee Minutes and Reports (taken as read)**

**8.1. Board Audit and Risk Committee (BARC)**

Not available

**8.2. Finance Risk and Performance Committee (FRAP)**

This item was **noted** and taken as read.

**8.3. Consumer Committee**

This item was **noted** and taken as read.

**8.3.1. Consumer Committee STRA<sup>2</sup>P Report**

This item was **noted** and taken as read.

**8.4. HealthCare Quality Committee (HCQC)**

This item was **noted** and taken as read.



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## **8.4.1. HCQC STRA<sup>2</sup>P Report**

This item was presented to the meeting held on 20 February 2024.

## **8.5. Research Innovation and Technology Committee (RIT)**

This item was **noted** and taken as read.

### **8.5.1 RIT STRA<sup>2</sup>P Report (draft)**

This item was **noted** and taken as read.

## **8.6. JMO Wellbeing Board Committee**

Not available.

## **8.7. Clinical and Quality Council**

### **8.7.1 Endorsed minutes – 04.12.23**

This item was **noted** and taken as read.

### **8.7.2 Draft minutes 05.02.24**

This item was **noted** and taken as read.

## **8.8. Medical Staff Executive Council (MSEC)**

Not available.

## **8.9. NSLHD Planetary Health Committee**

This item was **noted** and taken as read.

## **8.10. NSLHD Digital Health Steering Committee**

Not available.

## **8.11. Artificial Intelligence Committee**

Not available.

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## **9. Other Business**

Nil.

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## **10. Items for Noting**

### **10.1. Correspondence to Willoughby Council on the RNSH Campus Master Plan 2023**

The article was **noted** and taken as read.

### **10.2. Coral Tree Research Article**

This correspondence was **noted** and taken as read.

## **11. Date, Time & Venue for Next Meeting**

Tuesday, 16 April 2024, commencing at 4:00pm, Mona Vale Hospital

**Meeting Closed: 7.04pm**



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**CERTIFIED A CORRECT RECORD**

**Trevor Danos AM, Chair**

**16 April 2024**